

AN OPERATIONAL ANALYSIS OF SHELTERED EMPLOYMENT
FACILITIES FOR THE BLIND IN THE CARIBBEAN REGION

REPORT # 3

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FORWARD

Since 1982, Helen Keller International along with several other technical assistance and donor agencies has been working with the Caribbean Council for the Blind (CCB) on the development of a comprehensive program to provide rehabilitation to blind and visually impaired persons in its twenty-two (22) nations and territories. A major thrust of these efforts has been the linkage of community-based rehabilitation with income generating opportunities for blind and visually impaired persons throughout the Region.

During the period June through October, 1984 HKI and CCB carried out a "Socio/Economic Analysis of Income Generating Employment Opportunities" in five (5) representative countries in the Region. While the primary emphasis of this study was village level entrepreneurial opportunity, both open and sheltered employment opportunities were also examined. The team which carried out that study felt strongly that the sheltered employment facilities for blind and visually impaired persons should be examined in greater depth. It appeared that these facilities, which were absorbing the greatest percentage of the meager resources devoted to rehabilitation in the Region, were providing only very modest benefits to an extremely limited number of blind and visually impaired persons. Further, the team felt that with proper analysis, training and the introduction of new product lines and a more business oriented philosophy, some of these facilities might become viable business ventures.

During the period June through August, 1985 a Cornell University student participating in the Cornell Tradition Program worked for HKI and CCB thanks to the generous support of the Edna McConnell Clark Foundation. For a twelve-week period, Douglas Rutzen carried out an operational analysis on three sheltered employment facilities for the blind in Antigua, Barbados and Guyana. The purpose of these studies was to analyze current operating policies and practices and to make specific recommendations regarding changes that would allow these facilities to provide satisfying and economically rewarding job opportunities for limited numbers of blind and visually impaired persons.

As the reader will quickly recognize, the situation in these facilities today is complex and difficult to deal with. However, there are real opportunities that can be developed, and with proper training...particularly in the area of management and small-scale business practices, these facilities could be transformed into economically viable units providing real and financially remunerative work for those individuals whom they employ.

We are pleased to share these findings with you.

Lawrence F. Campbell
Director
Education and Rehabilitation
Helen Keller International

W. Aubrey Webson
Executive Director
Caribbean Council for the Blind



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EXECUTIVE SUMMARY

During the summer of 1985, Douglas Rutzen, Cornell University Intern for Helen Keller International (HKI) and the Caribbean Council for the Blind (CCB) completed an operational analysis of the Workshop for the Blind operated by the Guyana Society for the Blind.

The purpose of the analysis was to define and assess the status of the workshop and to propose changes to make it a more viable economic unit.

Guyana's policies related to private enterprise as well as the current shortage of foreign exchange represented real challenges to this study. In addition, the workshop is small and in a poor location; the workforce is elderly, relatively unskilled, and poorly motivated; and production volume was low and extremely unprofitable. As an asset to future ventures, Society Management Board members and staff are highly dedicated, motivated and cooperative; the government and organizations offered various forms of assistance, and a potentially large workforce.

After speaking with Society members, local business people, and a government official, several products seem to have particular merit. These are mattresses, educational toys, salted fish and utility candles. With several organizational changes, the first three seem most realistic because they require skills several clients already possess and because a large market exists. Furthermore, a large distributor/retailer has agreed to purchase and distribute all of the new business' products. This venture could be extremely lucrative and could become the model for other workshops in the region.

PREFACE

The Industrial Workshops for the Blind in Antigua, Barbados and Guyana under the auspices of the Caribbean Council for the Blind, are now entering their fourth decade. Throughout their history, the workshops have provided a location for socialization, education, and work. In turn, community awareness of the blind and visually impaired increased while certain stigma eroded. To further integrate their clients into the society, as well as for financial reasons, the Society has decided to promote the business component of the workshop while deemphasizing the traditional focus on shelter.

To assist with this reorientation toward business, the Caribbean Council for the Blind determined the necessity of an operational analysis on these workshops. The extent of this analysis was determined exclusively by the member Society, as the Caribbean Council for the Blind wished to maintain the organizational integrity of each Society.

This report is specific to the Guyana Society for the Blind.

ACKNOWLEDGMENTS

The Caribbean Council for the Blind and Helen Keller International wish to record appreciation to the following persons/organizations who have made the study possible:

- Edna McConnell Clark Foundation
- The Cornell Tradition - Cornell University
- The Guyana Society for the Blind through its President, Mr. Burchell Profitt, and its Executive Officer, Mr. Kenneth Barclay
- The People and Government of Guyana.

ABBREVIATIONS AND DEFINITIONS

- | | | |
|---------|---|--|
| GSB | - | Guyana Society for the Blind |
| CCB | - | Caribbean Council for the Blind |
| Client | - | Person who regularly comes to the workshop and participates in social and/or work activities |
| GUYMIDA | - | Guyana Manufacturing and Industrial Development Authority |

SECTION I: INPUT ANALYSIS

I. INTRODUCTION

A. GENERAL PURPOSE AND OBJECTIVES OF THE ANALYSIS

1. The main objectives of the operational analysis is to define and assess the present status of the Industrial Workshop for the Blind in Guyana and to propose changes to make the workshop a viable economic unit. Specific objectives include:
 - a) the assessment of the workshop's current capital, labor, market, and organizational structure
 - b) the identification and assessment of products that would increase income while serving the needs of current clients.

B. METHODOLOGY

1. In 1984 the Caribbean Council for the Blind, with support and technical assistance from Helen Keller International, carried out a Socio/Economic Study in Guyana which provided the background for this report. The following topics and recommendations have particular merit and should be reviewed:

Area

Definition of the workshop's role
Recommendation for Personal Data Sheet
Training Facilities
Sources of Finance

2. This analysis was conducted and the report was written by Douglas Rutzen, Cornell University/Class of 1987. He, in association with the Guyana Society for the Blind, met and held discussions with representatives of:
 - . Ministries of Government
 - . Private and Public Sector Organizations
 - . Local Businesses

3. Recommendations for future production attempt to encompass possibility as well as profitability. Proposed ventures are analyzed within the context of clients' present and realistically trainable skills. At this point in time, only moderate training is viewed as realistic.
4. Since a longer range solution is sought, short-run, "get rich-quick", schemes are not developed.
5. In summary, the analysis examined and/or identified:
 - a) Current operations and products of the workshop,
 - b) Recommendations to improve the operations and products of the workshop,
 - c) Specific production information and plans for proposed products,
 - d) Benefits of proposed changes.

C. LIMITATIONS

1. The consultant's work was somewhat impeded by the irregular attendance of GSB Management Board Members at meetings. The brevity of the study, of course, limited the extent of the analysis and recommendations.

II. BACKGROUND INFORMATION

A. CLIENT HISTORY

The Guyana Society for the Blind was founded in 1949. Throughout its history, it was a center for many blind and visually impaired people in the Georgetown area. Creation of employment opportunities is a society goal; but few exist. A minority of the current thirty-one (31) clients engage in economically productive activities, ranging from mokro refining to mat making. Two major problems are the shortage of raw materials, due to foreign exchange and transportation difficulties, and demand. Therefore, new products must utilize locally available materials and have a real market. Specifics on raw materials and products are included in Appendix B.

The Society has had reasonable success attracting newly blinded elderly people. Eighteen (18) clients are over sixty (60), including fourteen (14) over seventy (70) years of age. Many of the clients suffer from cataracts which have onset late in life and could probably be helped most by surgical intervention. The Society has had poor success in attracting younger clients. Hopefully, a successful income generating project coupled with outreach programs will attract this group.

B. DOLLAR QUOTATIONS

Unless otherwise indicated all dollar amounts are quoted in Guyanese dollars. (At the time of writing the exchange rate was: US\$1 = G\$4.30)

III. PHYSICAL ASSESSMENT

The workshop's location and size are obstacles to a successful business venture. The building is located off an obscured dirt road in a crime-ridden section of Georgetown. Because of the location, a wholesale operation would be more viable than a retail operation.

In addition, there are no signs on the main road indicating the building's location. The Society should immediately contact appropriate government officials for permission to put up signs on both sides of the road.

The building is approximately eighty-nine (89) feet by twenty-eight (28) feet, of which nineteen hundred and eighty (1980) square feet is suitable for production. This space is inadequate for medium or large-scale production.

An immediate solution to the space problem is to remove excess equipment and furniture. The recommendations in Appendix C should serve as a guide for a priority list. For the long-term, a building extension is proposed, and funds have been allocated. It is strongly suggested that a worksite engineer, associated with GUYMIDA be consulted immediately about the extension.

IV. THE ROLE OF THE SOCIETY IN TERMS OF WORK AND SOCIAL ACTIVITIES

The Society needs to set priorities. At present the Society tries to provide two major services - social activities and work. For a variety of reasons, (these are listed in the background studies) it is necessary to have an income generating program which allows productive clients to develop and utilize work skills. Of secondary importance, the Society should try to provide social activity for those blind and visually impaired persons physically or mentally unable to work.

It is important to separate these goals and to meet first the needs of the work program. Therefore, the consultant proposes that the Society separate work and other accounts and independently register the business under the Small Business Act, (cost: G\$25).

Specifically, all resources must be routed to the work program. Any additional resources, which may include money, space, or personnel, should be offered to the social activities program. This will help the Society establish the work program as a top priority.

In this context, if there is a need for a social activities program, it should take place in a location separate from the workplace. A separate building would be preferable; but the benab is also a possibility. This would reinforce the concept that these are two separate programs for two separate types of clients. Some ideas for social activities include dominoes, card playing, radio, and having newspapers and magazines read on a regular basis.

V. PROGRAM PLACEMENT

To help place clients into the proper program, work or social activities, the Society should initiate a formal application procedure. For members of the community who wish to join the business, it should provide assistance in filling out an application which includes the information detailed on the Personal Data Sheet, Appendix II, of the Socioeconomic Survey. It is important to stress that this is only an application and not a guarantee. This application should be forwarded to a special committee in charge of placement. Representatives from this committee should then interview the applicant. Depending on criteria

determined by the Society, which should include background of the applicant and most importantly whether there is space and need for the individual, it should inform the applicant which program(s) he or she is eligible to join, if any. Current clients should also apply but should be given preference.

By making current clients apply to the business, those with no motivation to work would be weeded out. Furthermore, it reinforces the employer-employee relationship necessary for a viable business.

VI. CLIENT REHABILITATION SKILLS

The section entitled "Rehabilitation Skills of Blind and Visually Handicapped" of the Socioeconomic Survey perceptively identifies many of the cultural and psychological forces which limit the workshop's potential. Generally speaking society expects the blind, particularly the elderly blind, to be unproductive and dependent. These traditional attitudes have shaped the way the blind thinks about themselves. In addition, the workshop does not provide an adequate outlet for those who are productive. Therefore, little money is earned, and the clients must become financially dependent on friends, family, and the government. This financial dependency reinforces society's expectations. It now appears that few clients have the motivation to become independent by partaking in productive activities. Dependency is now so entrenched that any movements towards independence are faced with tremendous resistance. Simply phrased, many of the workers do not want to work. The business will fail unless this is changed.

To combat this anti-work attitude, society must be educated, but this will be a lengthy and involved process. In the meantime, the clients themselves must be educated. As specifically stated in the Socio/Economic Survey, confidence must proceed efficiency. While raising client confidence is a great challenge, the consultant believes the Rehabilitation Field Officer possesses the skills to help bring this about at a community level, and can help by conducting seminars on rehabilitation for management. After basic rehabilitation is achieved, job specific training can be introduced in hopes of raising confidence and efficiency.

The consultant also believes that the prospect of real livable incomes will be a great motivating force.

Utmost, the management must determine when the clients are ready and willing to work. Once they are, a business venture can be fully implemented.

VII. QUANTITY AND QUALITY

As mentioned in "Client Rehabilitation Skills", productivity is significantly below acceptable levels. Quality is also low. Products are frayed and uneven. The supervisor admitted that uniformity is more the result of chance than design. While it may not be a high priority for specialty items, uniformity is absolutely necessary for mass-produced goods.

The Supervisor and Executive Officer seem quite aware of this problem. They have taken some steps toward correcting quality problems. If its cause is a lack of training, then they must arrange for it. If poor quality is the result of other factors, then they must isolate and resolve them. Most of all, they must continue to emphasize that poor quality will not be tolerated and take appropriate measures if it occurs. This action could include written warnings, suspensions and, if necessary, firings.

VIII. WORK SCHEDULE

The official workshop hours are 8 a.m. to 4 p.m. and there is a one-hour lunch break. In reality, if there is no rain, most clients arrive between 9 a.m. and 9:30 a.m. If it rains in the morning, many clients do not arrive until 11:00 a.m., if at all.

If this irregular schedule is due to transportation, as it seems to be, the Society should take immediate action. One solution could include the workshop owned van, but it lacks parts. Apparently these parts are ordered. This should be aggressively pursued. Until the van becomes operational, the Society should assign a staff member to find arrangements for reliable transportation at earlier hours.

IX. POTENTIAL EMPLOYEES

The Society should recruit blind and visually impaired persons not presently involved in the workshop. It should also very seriously consider employing persons with other handicaps, as well as non-handicapped persons, to fill positions blind and visually impaired persons cannot. It would be detrimental to limit the pool of available skills.

X. CLIENT COMPENSATION

Compensation can take two forms - a "grade" from the government or payment for production. The "grade" is a subsidy for workers, given only when a shortage of raw materials or demand stops production. The breakdown of grades is as follows:

Grade	Number of Clients	Payment (Guyana \$/Wk)	Criteria
A-2	3	15.75	Capable of all 21 "crafts"
B	4	11.75	Capable of at least 12 crafts
C	13	8.75	Capable of at least 8 crafts
D-1	4	6.00	Capable of at least 3 crafts
		5.00	
		4.00	
Welfare	6	2.50	Learning crafts or not capable of any work

There is one client who acts as a trainer and receives \$35 per week plus payment for production.

*See Appendix D for a complete list of crafts, current work skills and the necessity for training.

The payment for production of specific items are listed in Appendix E. For most workers the amount received from production is negligible.

Once the business is operational, the Society should consider phasing out the grade system. In fact, it would be advisable to calculate the grade after the budget for the business is formed. Then additional money, arising from donations, legacies, etc., could be used to provide special projects. In the long run, however, money directed for the welfare program should be channeled into more extensive programs - like a self-help or open employment program.

XI. STAFF

The Society currently employs ten (10) staff members including the Rehabilitation Field Officer (RFO). The projected total for staff salaries for 1986 is G\$37,700. This is over four (4) times the latest figure for revenue. The breakdown is listed in Appendix F. From observations, it is evident that many staff members have no work and are unproductive for most of the day. If, for unforeseen reasons, no business venture is introduced, the positions of cleaner, office assistant and craft instructor should be eliminated, with a blind employee, secretary and supervisor assuming the respective responsibilities.

If the new position with Geddes Grant is introduced, the consultant endorses the general job descriptions developed by the CCB. To ease the transition at the time of implementation, a detailed job description should be given to all staff. It would also be good to include expectations, like punctuality, dress code, etc.

XII. STAFF TRAINING

For a venture to succeed, it is imperative that the staff receive business training. During the assignment, the consultant was able to teach some basics in the areas of pricing, marketing, role of management, and fundamentals of a business orientation. However, time limited the depth and number of topics.

A partial solution involves the Consultative Association of Guyanese Industry Ltd. Mr. Cecil Outridge, the Executive

Secretary, was optimistic that his organization would open its management, supervisory and other training courses to one or two staff members or workers at a free or concessionary rate. In total, there will be between three (3) and six (6) total courses. The first openings will be after January, 1986. It is advisable to participate in as many courses as seem relevant.

To apply for the courses, the Society should write a letter to the Association, mentioning the consultant's August 2 meeting with Mr. Cecil Outridge, and requesting to participate in their front-line workers, supervisory, and middle management courses. The Society should also request free membership.

For more complete training, the Society should request the services of a business consultant. Training would involve the specifics of managing a small business and should not require more than four weeks. Foundations and international agencies should be approached for funding.

XIII. THE BOARD OF MANAGEMENT

The Board of Management is a truly dedicated, motivated group and a tremendous asset to the Society. As long as the members work together, the greatest plans can be realized, and many blind and visually handicapped people can enjoy a brighter future. As evident in individual and group meetings, the potential of the Board of Management can be quickly converted into energy and creativity. Specifically, the consultant looks to the Implementation Committee to carefully review these recommendations then efficiently implement changes.

XIV. MARKETING AND ADVERTISING

Presently the workshop does no formal advertising. Only mats are marketed and that is through Guyana Stores Limited and William Fogarty's. The display is inadequate, so sales are below potential. In terms of this marketing, little more is possible. In addition, due to the isolated location and because management lacks marketing skills, it would be best to delegate marketing to another business. As is described below, the offer from Paul Bahadur of Geddes Grant seems to have the greatest potential. In addition, he has agreed to carry out market feasibility

studies, if necessary, and also to be responsible for all advertising. By using a distributor, like Geddes Grant, two major problems - marketing and advertising are solved.

V. NATURE AND NAME OF BUSINESS

As I discussed at the August 7, 1985 board meeting, the business should be established as a subsidiary of the Society. This advice was strongly urged by the Industrial Promotion Officer at GUYMIDA. Specifically, the activities should be registered under the Small Business Act. This costs G\$25. After this, the business would reap the benefits of organizations such as the Chamber of Commerce and GUYMIDA. From an organizational standpoint, it fulfills the goal of separating income generating activities from the Society's other programs.

The consultant also spoke to the board about the business' name. All agreed that eliminating the word "blind" would help integrate the blind into society's mainstream as well as increase economic potential. (If the full explanation is desired, the section entitled "Name of Building", in the 1985 CCB report on Antigua's sheltered workshop, should be consulted.) The consultant suggests the name J.O.B. Industries where J.O.B. stands for Job Opportunities for the Blind.

SECTION II: PRODUCT ANALYSIS

I. SALES FROM PRESENT PRODUCTS

The most pervasive fact in the product analysis is that the present products are not selling. Latest records reveal that sales are under G\$10,000 per year. The main reason for this seems to be a general lack of marketing coupled with high price.

II. CURRENT PRODUCTS LINE AFTER IMPLEMENTATION OF NEW PRODUCT LINE

It is absolutely necessary that the business focus its efforts. This is true in terms of both labor and products. All workers must contribute to the workshop. There absolutely cannot be "free loaders" or others who use the business' facilities without contributing to the business. Furthermore, it is unwise to deplete resources by producing a large variety of products. Three (3) or four (4) products would be optimal. Therefore, all aspects of production and sales of current products should be discontinued. This should be a firm rule with no exceptions even for orders for work done at home.

III. FINANCING BUSINESS VENTURE

The information and recommendations within this report may be used as a part of an application for funding a venture. Helen Keller International and the Caribbean Council for the Blind may assist with the application process. Upper level personnel in both organizations are optimistic that requests for funding have a high probability of acceptance. Prior to embarking on a venture, it is important that the Implementation Committee contact both organizations to get specifics.

In addition, the consultant spoke to a local businessman, Cde. Harold Persaud. He is willing to donate approximately G\$500 toward a new business venture. This should be actively pursued.

IV. GOVERNMENTAL ASSISTANCE

Most real forms of assistance are channeled through GUYMIDA. Therefore, the GUYMIDA applications which were

left with the Society should be completed and sent to Jeff Adiken at GUYMIDA. Time is of the essence since it may take two months for a decision. If the application is approved, the Society could request:

- 1) Small amounts of foreign currency for raw materials and machinery.
- 2) One-time duty-free importation of machinery and waiver of consumption tax on machinery. (It is advisable to include spare parts and replacement machinery on this order.)
- 3) Duty-free importation of raw materials
- 4) Five-year income tax holiday.

In addition, GUYMIDA, at the specific request of the business would assist with all steps leading to implementation, including product design, building restructuring, and raw material procurement. The Executive should try to establish a close relationship with GUYMIDA and take full advantage of its services.

V. WORKERS' PARTICIPATION IN THE BUSINESS

Since the business goal is to serve its workers, it would be a good idea to issue stock to each worker in the business. This would give the workers more incentive to work and promote comradery. According to officials at GUYMIDA registering the business as a "small business" still allows the Society to issue stock. However, before this is implemented, the specific ramifications of issuing stock should be fully investigated by a member of the Society.

VI. GENERAL STATEMENT ON ASSOCIATION WITH T. GEDDES GRANT LIMITED

During our meetings on August 6 and August 7, 1985, Cde. Paul Bahadur, Marketing Manager of Geddes Grant, offered to purchase substantial quantities and be the sole distributor for four (4) potential products - salted fish, mattresses, educational toys, and candles. Each one is discussed under appropriate headings.

Geddes Grant will be responsible for all transportation related to marketing. This and other issues, such as terms of payment and production schedule, should be negotiated immediately. The Executive Officer and Cde. Bahadur met to discuss this in late August.

VII. POTENTIAL PRODUCTS:

EDUCATIONAL TOYS

Observations and discussions indicate that there is a large market for educational toys, particularly in the months prior to the December holiday season. Cde. Duncan, Director of GUYMIDA, informed me that there is a mandate for domestically produced toys, and the business would be welcomed in this effort. Moreover, Paul Bahadur of Geddes Grant indicated that his business would conduct a feasibility study for toys, and he expects that Geddes Grant would purchase as many toys as could be produced. For future negotiations, note that the Purchasing Agency of Fogarty's stated that Fogarty's would buy two hundred sets of as many types of toys as the business produced. Since there is no competition in this market, the consultant was told the price is at the sole discretion of the GSB's business.

Dependent on supply of wood from saw mills, a variety of toys can be produced. Wooden blocks (2" or 3" cubes) with letters and numerals on their sides should have great demand. This could be done through a stencil and paint, as a stamp, or possibly wood burning. If paint is used, it is absolutely imperative that it be non-toxic and non-lead based. A safety design engineer from GUYMIDA should be consulted for additional recommendations. By using a mitre box, it should be easy to cut the wood to the correct size. Furthermore, two of the present clients were carpenters; some of their skills may be able to be utilized for training and/or production. If there are no problems with the production of toys, the business could consider diversifying into plain wooden building blocks, which would include a variety of shapes, for example cylinders and cones, mobiles, airplanes, boats, etc. The board should discuss these ideas among itself and decide which seem most appropriate to skills of workers and the culture. Geddes Grant can assist in designing an attractive package.

Pricing should be based on costs plus a reasonable profit margin. This margin should be between forty (40) and seventy (70) percent, but should be negotiated in conjunction with Geddes Grant.

Six (6) to ten (10) workers should be involved with sawing, sanding, putting on figures, and packaging. The Implementation Committee will have to judge the exact number of workers to produce the quantities and variety determined by Geddes Grant.

MATTRESSES

Currently two (2) clients produce mattresses when raw materials are available. One of these, Mr. Mac Alister, is willing and able to train others. The current mattresses are made from waste cotton, ticking, and navy thread. These mattresses, with their present design, are not competitive with foam mattresses (which are most popular, but require foreign input) or the better-designed cotton mattresses. It is necessary to change design. At the suggestion of Mr. Mac Alister the possibility of producing a fiber-cotton mattress was explored. Fiber would be stuffed into a rice bag, sewn shut, sandwiched by layers of cotton, and ticked. Since a mattress must appear sanitary, colorful ticking, not white, which shows dirt, should be used.

Furthermore, a more distinct corded-edge may help design. The best idea is to show Mr. Mac Alister the mattresses in Fogarty's and Guyana Stores and have him try to replicate the details of the design. Before the consultant left Guyana he was told this would be done and was assured a suitable copy could be produced. In addition, GUYMIDA has access to safety design consultants. Mr. Bahudur has guaranteed a market of fifty (50) mattresses per month at an approximate price of two hundred seventy-five dollars (\$275) per mattress. Current maximum production with two (2) clients is thirty (30) mattresses per month. Mr. Mac Alister immediately should train two (2) additional clients. Therefore, the business should meet its target of fifty (50) within a few months time. In the meantime, Mr. Barclay should negotiate a realistic target with Mr. Bahadur, considering that much of Mr. Mac Alister's time will be devoted to training. Mr. Mac Alister should be adequately compensated.

Currently, the Society receives the cotton and ticking from Sanata Textiles. Mr. Barclay is to make a written request

to Sanata for regular delivery of cotton and ticking. Assuming prices do not increase, the cost of inputs for a 3' x 6' mattresses will be as follows:

<u>INPUT</u>	<u>QUANTITY</u>	<u>COST PER UNIT</u>	<u>TOTAL COST FOR INPUT</u>
Waste Cotton	25 lbs	\$1.25/lb	\$ 31.25
Fiber	20 lbs	1.00/lb	20.00
Ticking (34x34 twill)	5 yds	16.10/yd*	80.50
All sewing (incl.labor)	-	-	6.50
Rice bag	1	2.00	<u>2.00</u>
TOTAL COST INPUTS (exclusive of client compensation)			\$140.25

*Mr. Clark of Sanata Textiles said this price could probably be reduced if the Society made a written request to management.

The surplus of revenue over this input cost is G\$135. This can be used to pay the mattress-maker, administrative costs, etc.

SALTED FISH

Salted fish is a dried fish which can be stored at room temperature for indefinite periods of time. It is extremely popular in the Caribbean Region and can be used in a variety of dishes. Cde. Paul Bahadur of Geddes Grant will initially purchase six thousand (6,000) pounds of deboned and deheaded salted fish per month, at approximately four dollars and fifty cents (\$4.50) per pound. Eventually Geddes Grant would like to increase the quantity to ten thousand (10,000) pounds per month.

Actual trials indicate that twenty-two percent (22%) of the fishs' original weight is lost in the total production process.

Specifics on raw materials for six thousand (6,000) pounds of salted fish are as follows:

<u>ITEM</u>	<u>QUANTITY</u>	<u>COST (G\$)</u>	<u>SUPPLIER</u>
Fresh Mixed Fish	8333 lbs	\$8333.	Guyana Fisheries or others
Salt	933 lbs	488.	Guyana Fisheries or others
Sugar	840 lbs	190.	Wholesale Market
Spices	10 oz	60.	Retail Market
Total Cost for Ingredients		\$9071.	

Note that the President of the GSB, Burchell Profitt is also the Administrative Manager of Guyana Fisheries.

Sanitary containers to store the ingredients and measuring cups are necessary. It will also be necessary to purchase a fish drier. The Executive Officer indicated that he knows of good, inexpensive sources of these supplies. He indicated that he would contact these suppliers.

The Executive Officer is quite knowledgeable on the production process. Two other clients said they make salted fish for private use. From observations, it seems quite easy to teach these skills and clients say they are willing to try. The production process is quite simple. Basically it involves:

- a. removing the head and backbone
- b. cleaning the fish (leaving the remaining bones intact)
- c. layering the fish and adding the salt, sugar, and assorted spices
- d. letting this combination sit for 6 hours
- e. dehydrating the fish in a drier

Appointments have been made with the Ministry of Health to ensure that the process will meet health codes.

Workers should be able to produce at least forty (40) pounds per day with some workers surpassing one hundred (100) pounds per day. Using these estimates, between ten

(10) and fourteen (14) workers would be involved with the entire production process including the storage of fresh and processed fish, running the drier, and packaging.

CANDLES

Guyana has an inconsistent electric supply and, therefore, a great demand for utility candles. In fact, Paul Bahadur of Geddes Grant has offered to purchase one hundred thousand (100,000) 8" x 3/4" candles per month at a price of ranging between one Guyanese dollar to one dollar sixty cents (\$1.60) per candle. The seemingly insurmountable obstacle is that of foreign exchange. Government officials say it is nearly impossible to obtain the amount of foreign currency necessary to regularly purchase raw materials.

Another possibility would be a barter agreement between the Antigua Society for the Blind, assuming they do produce candles, and the GSB. This would require intense negotiations, but it may be worthwhile to pursue, particularly because trade restrictions and duties could be waived. Geddes Grant would be willing to assist in the barter agreement by offering their products to GSB at cost. Additionally, note that Geddes Grant has also expressed interest in negotiating directly with Antigua.

VIII. ADDITIONAL POTENTIAL PRODUCTS:

CONTRACTS WITH SANATA TEXTILES AND BANKS DIH

Because of the expected profitability of association with Geddes Grant, a complete analysis of two potentially viable activities was deferred. First, Clement Clark, in charge of the Ancillary Department of Sanata Textiles, was interested in having the business produce mops. Specifically, the worker would use a waste cotton, supplied by Sanata, cut it to length, and attach it to a mophead, also supplied by Sanata. After initial investigation, it appears that this activity does not offer the income potential of any of the Geddes Grant projects. Secondly, Banks DIH was interested in contracting with the GSB to manufacture soft drink crates. Some specifics on this product are included on pages 21 and 22 of the Socioeconomic Study/Guyana. For future reference, Banks DIH also seemed quite receptive toward open employment opportunities. In the future it may be worthwhile for the Society to more fully explore these possibilities.

In the meantime, it is important that the Society quickly establish a reputation for quality and dependability. This will only come about with deliberate efforts by management. Therefore, management's efforts should be concentrated on no more than three (3) products - and it seems that salted fish, mattresses, and educational toys are best. At a later date, the business may be able to accommodate more products. At that time, activities like those above should be investigated.

IX. UNASSESSED POTENTIAL PRODUCTS

The following products were not assessed, but appear to have a reasonable market. At a later date, the Society may consider any or all of the following:

- a. personal bar soap
- b. broomsticks and broomheads
- c. household brushes
- d. scrub brushes
- e. combs
- f. toothbrushes
- g. charcoal

APPENDIX A

APPENDIX A

LIST OF PEOPLE INTERVIEWED

Mr. Jeff Adiken	Industrial Promotion Officer Guyana Manufacturing and Industrial Development Authority (GUYMIDA)
Mr. Cecil Outridge	Executive Secretary Consultative Association of Guyanese Industry
Mr. Clement Clark	Manager Ancillary Department Sanata Textiles
Reverend V.A. Chase	Founder Essequibo Coast Coalition/ Center of Disabled
Mr. George Fung-On	Senior Executive Officer Chamber of Commerce
Mr. Paul Bahadur	Marketing Manager T. Gedder Grant, Ltd. William Fogarty's Limited
Mr. Kenneth Denny	Minister of Manpower and Cooperatives
Mr. Clint Lauderdale	U.S. Ambassador to Guyana
Mr. Harold Persaud	Local Businessman
Ms. J. Ramsammy	Banks DIH
Mr. Burchell Profitt	President Guyana Society for the Blind
Mr. Kenneth Barclay	Executive Officer Guyana Society for the Blind
Ms. Volda Albert	Coordinator Guyana Society for the Blind
Mr. Smith	Supervisor Guyana Society for the Blind

Workshop clients, collectively and individually.

APPENDIX B

APPENDIX B

RAW MATERIAL

RAW MATERIAL OR PROCESSED MATERIAL/ FINISHED PRODUCT	PRICE UNIT	REGULAR SUPPLY AVAILABLE	TRANSPORTATION
Mokro/baskets	\$3/bundle*	No	\$1/bundle
Waste Rope/Mats	None	No	20-25
Straw/baskets & floor mats	1.25/bundle	Yes	None
Polythane/Bags/ mattresses,casing chairs, blind	28/lb	Yes	None
Clothe calico/ mattress,pillows	7.61/meter	Yes)	35/load total
Cotton/mattress	2.53/kg	Yes)	
Sandpaper/blinds	3/sheet	Yes	None
Nails/baskets and frames for mats	3 lbs/20	Yes	None
Hempline/blinds discount	20.31/hunk-10%	No	None
Wood/blinds	3/ft	Yes	6/carload

*Bundle = 28 sticks

Major Uses of Raw Materials

Mattresses: Cloth - 5 meters
Cotton - 40-45 lbs
Polythane - 3 oz

Ceiling Basket: Makro - 4 1/2 sticks for 3 baskets
or
1 1/2 sticks/basket

Wastepaper Baskets: Straw Mokro - 5 1/1 sticks/basket

Mats: Polythane or spare rope)
Rope) - dependent on size of mat
Straw)

Blinds: Polythane)
Sandpaper) - dependent on size of blind
Nails)
Hempline)

Pillows: cloth: 1 1/4 yds x 45"
wool: 14-16 lbs
thread (polythene): 2 1/1 yds

Chair covering: mokro 4 oz/both sides of rocker
2 oz/seat

Frames for mats: nails: 25-35
woods: perimeter of mat

APPENDIX C

LIST OF REPAIRS AND PHYSICAL IMPROVEMENTS

Secure the Building

- Fire extinguisher
- Consult police about locks and burglar bars

Space-Saving Improvements

- remove or sell two old pianos
- remove two vehicles parked in building
- organize storage shed
- store good products, fix or discard other
- remove and sort boxes on roof of office
- put storage table against wall, not perpendicular to them
- use or remove sewing machine

Additional Improvements

- thorough cleaning
- remove materials from window meshing
- sanitize bathrooms
- remove cotton from underneath original fan
- install new fan
- place sign at main road
- put up new sign with new name
- put up flag (one is in the barap) or remove flag pole
- fix radio
- basic gardening

APPENDIX D

WORKSHOP CRAFTS

The "official crafts" are: floor mats, straw mats, ceiling baskets, bar-b-que baskets, wastepaper baskets, shopping baskets, wire hanging baskets, cloth hanging baskets, cocoa baskets, placemats, hammocks, chair caning, carseat backs, polythene bags, sun blinds, mokro refining, pillows, mosquito brushes, straw trays, canned trays, and mattresses.

In reality, no more than six (6) crafts are produced at any one time. In fact, for reasons mentioned in the report, there are times when no crafts are produced.

The only other work skills are shoe-making, limited agriculture, and limited carpentry.

APPENDIX E

APPENDIX E

PAYMENTS FOR PRODUCING SPECIFIC PRODUCTS

<u>PRODUCT</u>	<u>SELLING PRICE (G\$)</u>	<u>PAYMENT TO WORKER (G\$)</u>
Mats	\$7.50/sq.ft.	\$4.25/sq.ft.
Ceiling baskets	.75/basket	.42/basket
Wastepaper baskets	9.99/basket	5.70/basket
Sun blinds	3.25/sq.ft.	1.50/sq.ft.
Pillows	24/pillow	2/pillow
Caning	Payment to worker	
	+ \$10	Set by
individual worker		
Mattresses		
(3'x6')	\$200	\$63.00
(3'6"x6')	\$250	\$73.50
(4'6"x6')	\$324	\$94.40

APPENDIX F

1986 PROJECTED BUDGET FOR STAFF SALARIES

<u>POSITION</u>	<u>SALARY PER MONTH</u>
Rehabilitation Field Officer	\$692
Executive Officer	500
Chauffeur*	360
Secretary	325
Security Guard (Weekdays)	260
Security Guard (Weekends)	120
Supervisor	220
Cleaner	200
Office Assistant	180
Craft Instructor	180

*The vehicle has been out of commission since 1983, due to a lack of spare parts. He is now considered a Workshop Assistant. Once parts arrive, he will resume his position of Chauffeur.

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AN OPERATIONAL ANALYSIS
OF SHELTERED EMPLOYMENT
FACILITIES FOR THE BLIND
.....GUYANA. (198?)

DATE DUE			
REFERENCE			

AMERICAN FOUNDATION FOR THE BLIND
15 WEST 16th STREET
NEW YORK, N. Y. 10011

